

HOMELESSNESS IN NICEVILLE



Confidential Instructions for the Ledbetter Foundation Representative

The Ledbetter Foundation is in a unique position to help improve the conditions for homeless individuals in Niceville. You have been instructed by your Board of Trustees to prepare a package of proposals for a one-time \$500,000 grant. The grant can be split to cover multiple projects. A main goal of the Board of Trustees is to help build some bridges between the different groups working on homeless issues in Niceville. The board is likely to go along with any package you put together as long as four out of five participants at the meeting endorse it.

You are very anxious to show the board that you have the skills to bring together a group with divergent interests. In the past the foundation has been criticized for not making sufficient effort to include community or technical advisers in its decisions. This is a chance for you to prove to your board that such a process of consultation is not only possible but helpful. You have been working for some time to convince the board that the foundation should get involved with homelessness and other social issues. Since the newspaper homeless poll was published, the issue has attracted increased media attention. The board decided to take your advice and offer funds both to address homelessness and to gain favorable publicity for the foundation. This is your chance to prove that the foundation can be effective in addressing social problems and that it can play a leadership role as a facilitator.

The board has identified criteria it will use to evaluate the package you present:

1. *Accountability:* Those who receive money must have the capacity and the inclination to be completely accountable.
2. *Efficiency:* The money should generate the greatest possible "bang for the buck."
3. *Leverage:* The board would like to see its funding leverage other funds.
4. *Speed:* Decisions and projects need to produce results quickly.